

## The problem

When a company goes from 10 to 20 to 40 people, it doesn't just add headcount — it multiplies complexity. At 10, speed covers the mess. At 20, decisions start slowing down. At 40, you're spending 80% of your time firefighting and wondering why growth stalled.

The real issue isn't talent. It's that the company grew faster than its structure. Nobody fully owns the outcome. Every decision still goes through you. And value is leaking in the handoffs between teams that don't talk to each other.

## Who I work with

Marketplace and tech companies, post-seed or Series A, between **10–80 people** and **€1–15M revenue**. Companies where growth is real but the structure hasn't kept up.

### You recognize this:

- You're still in the middle of most operational decisions
- Every week feels like putting out fires
- You hired more people but you're working more, not less
- Teams are busy all day but growth doesn't follow
- Problems between teams become personal instead of structural

## What I do

I come in, find where things break between teams, redesign how the company is structured and who owns what, install systems that create real accountability — and leave when the machine runs without me. I'm not part of your politics. I make the hard calls.

## How we work together

### Diagnostic

2–4 weeks

Full audit of how your company actually operates: structure, ownership, costs, decision flow. You get a clear map of where value leaks and a prioritized plan to fix it.

### Operational Retainer

3–6 months

Hands-on execution. I sit with your team, redesign the structure, install governance, and drive implementation. Not advice — actual change.

### Interim / Full Engagement

6+ months

Deeper integration for companies going through major transitions: rapid scaling, M&A, restructuring. I operate as your COO until the organization can sustain itself.

## Track record

**-60%**

operational overtime

**-25%**

operating costs

**1 → 17**

team built from zero

**-15%**

accounting overhead